

HEYWOOD MEMORIAL HOSPITAL

2017 Hospital Profile

Gardner, MA
Community Hospital
Central Massachusetts

Heywood Hospital is a mid-size, non-profit community hospital located in the Central Massachusetts region. It is a member of Heywood Healthcare. Though only responsible for 6% of total inpatient cases in the region, it treated 42% of Organic Mental Health Disturbances cases, 26% of Adjustment Disorders & Neuroses except Depressive Diagnoses and 20% of Bipolar Disorder cases in Central Massachusetts. Inpatient discharges decreased by 18.6% from FY13 to FY17, compared to its cohort median which increased by 0.5% over the same time period. Heywood Hospital reported a profit in each year of the five-year period. Its operating and total margins have consistently been higher than its peer cohort medians.

At a Glance

Overview / Size

Hospital System Affiliation:	Heywood Healthcare
Change in Ownership (FY13-17):	Not Applicable
Total Staffed Beds:	106, mid-size acute hospital
% Occupancy:	57.5%, < cohort avg. (65%)
Special Public Funding:	CHART [^] , HCII [^] , ICB [°]
Trauma Center Designation:	Not Applicable
Case Mix Index:	0.82, < cohort avg. (0.85); < statewide (1.12)

Financial

Inpatient NPSR per CMAD:	\$7,902
Change FY16-FY17:	6.1%
Inpatient:Outpatient Revenue in FY17:	20%:80%
Outpatient Revenue in FY17:	\$74,650,860
Change FY16-FY17:	1.7%
Total Revenue in FY17:	\$117,191,789
Total Surplus (Loss) in FY17:	\$4,207,427

Payer Mix

Public Payer Mix:	61.2% (Non-HPP* Hospital)
CY16 Commercial Statewide Relative Price:	0.76
Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Tufts Associated HMO, Inc. Harvard Pilgrim Health Care

Utilization

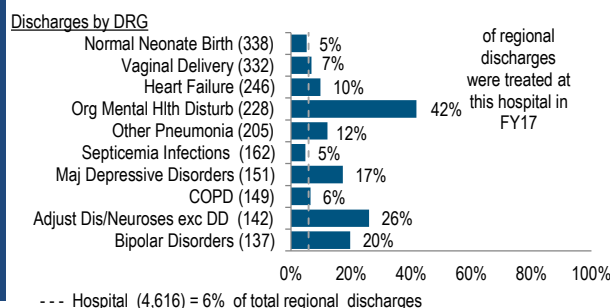
Inpatient Discharges in FY17:	4,616
Change FY16-FY17:	-1.0%
Emergency Department Visits in FY17:	26,798
Change FY16-FY17:	-4.3%
Outpatient Visits in FY17:	81,578
Change FY16-FY17:	-2.7%

Quality

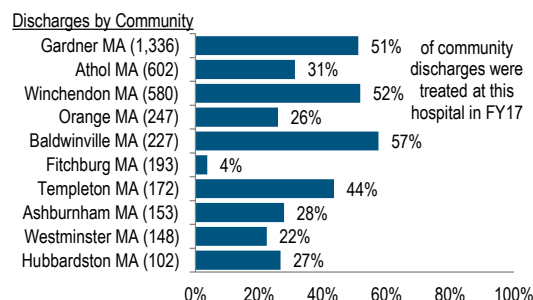
Readmission Rate in FY16:	14.9%
Change FY12-FY16 (percentage points):	-0.1
Early Elective Deliveries Rate:	1.3%

Services

What were the most common inpatient cases (DRGs) treated at the hospital in FY17? What proportion of the region's cases did this hospital treat for each service?

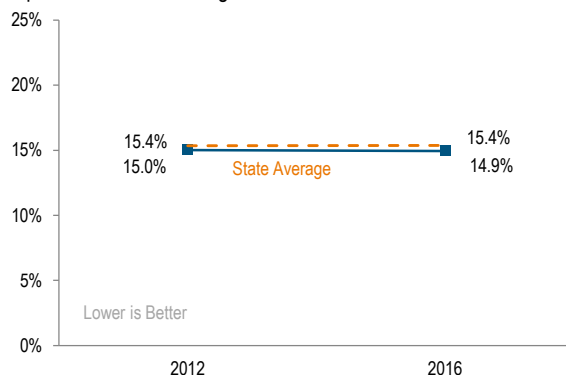


Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

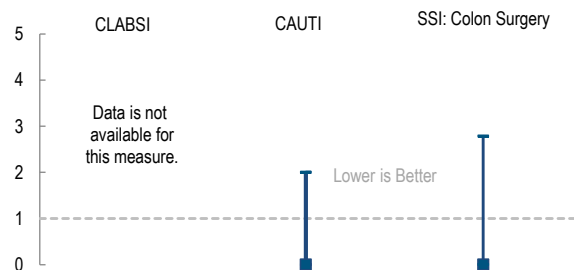


Quality

What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?



How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?



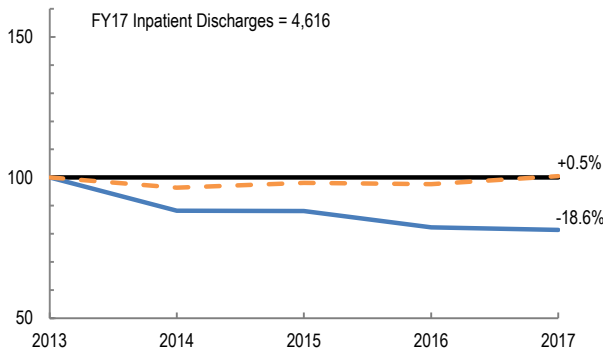
2017 HOSPITAL PROFILE: HEYWOOD MEMORIAL HOSPITAL

Cohort: Community Hospital

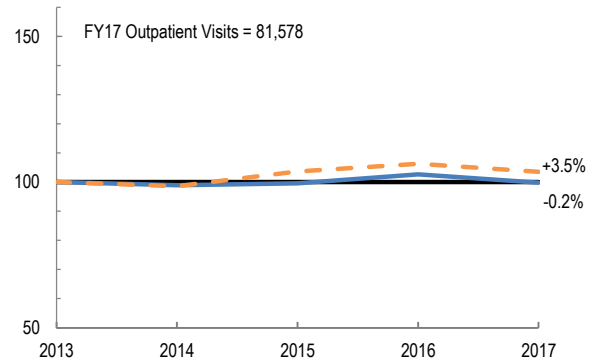
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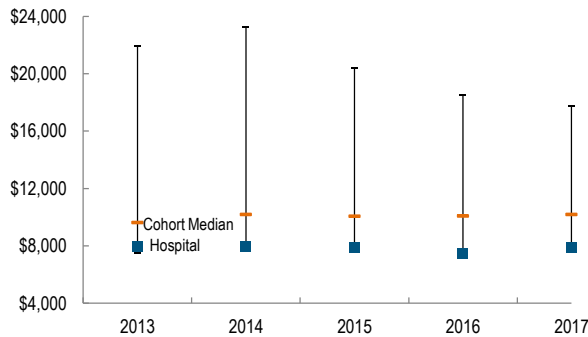
How has the volume of the hospital's inpatient discharges changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)



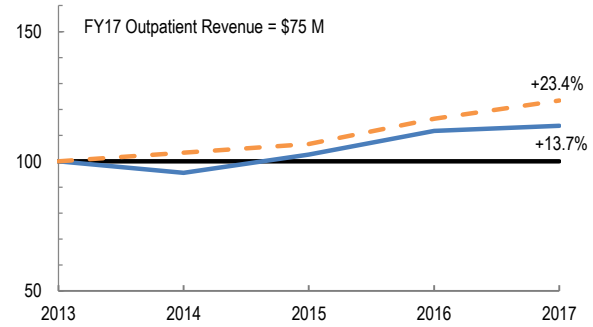
How has the volume of the hospital's outpatient visits changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)



What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY13 and FY17, and how does this compare to the hospital's peer cohort median?



How has the hospital's total outpatient revenue changed compared to FY13, and how does this compare to the hospital's peer cohort median? (FY13=100)

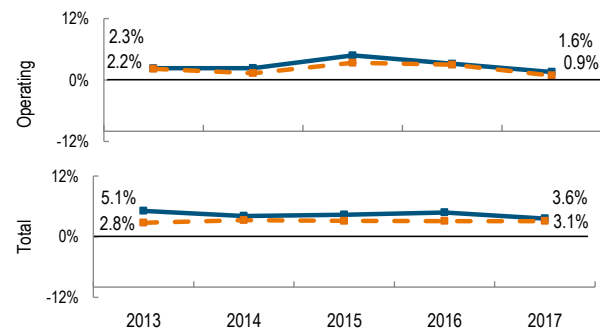


How have the hospital's total revenue and costs changed between FY13 and FY17?

Revenue, Cost, & Profit/Loss (in millions)

FY	2013	2014	2015	2016	2017
Operating Revenue	\$ 102.1	\$ 102.3	\$ 106.3	\$ 110.7	\$ 114.8
Non-Operating Revenue	\$ 2.9	\$ 1.8	\$ (0.5)	\$ 1.8	\$ 2.3
Total Revenue	\$ 105.0	\$ 104.1	\$ 105.8	\$ 112.6	\$ 117.2
Total Costs	\$ 99.6	\$ 99.8	\$ 101.2	\$ 107.2	\$ 113.0
Total Profit (Loss)	\$ 5.4	\$ 4.3	\$ 4.6	\$ 5.4	\$ 4.2

What were the hospital's total margin and operating margins between FY13 and FY17, and how do these compare to the hospital's peer cohort medians?



For descriptions of the metrics, please see the technical appendix.

* High Public Payer Hospitals (HPP) receive a minimum of 63% of gross patient service revenue from public payers.

η For more information on Health Care Innovation Investment Program (HCII) special funding, please contact the Health Policy Commission (HPC).

^ For more information on Community Hospital Acceleration, Revitalization and Transformation (CHART) special funding, please contact the Health Policy Commission (HPC).

° For more information on Infrastructure and Capacity Building (ICB) special funding, please contact the Massachusetts Executive Office of Health and Human Services (EOHHS).